



National  
Defence

Défense  
nationale



MOBILIZING INSIGHTS IN DEFENCE AND SECURITY

# MINDS

MOBILISATION DES IDÉES NOUVELLES EN MATIÈRE DE DÉFENSE ET DE SÉCURITÉ

## ANNUAL REPORT 2022-2023

Canada 

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## MESSAGE FROM THE ASSISTANT DEPUTY MINISTER (POLICY)



I am pleased to present the 2022-23 Mobilizing Insights in Defence and Security (MINDS) Annual Report. As the program completes its fourth year, it has reaffirmed its reputation as a valuable asset to the Defence Team through its consistent delivery of relevant and timely advice to policy and decision makers. This year has been marked by new and persisting challenges in the global security environment, and in response, MINDS facilitated numerous engagements, projects, scholarships, and collaborative partnerships to support and inform the Department's work on priority files.

In Budget 2022, the Government of Canada committed to updating its Defence Policy *Strong, Secure, Engaged* (SSE) to provide support for the continued commitments to building a modern military that helps protect our country from a range of new and emerging threats. In support of the Defence Policy Update, MINDS leveraged its network of external defence and security experts to participate in

focused roundtable discussions and help inform the implementation of the policy update's objectives.

Also this year, the Government of Canada released its Indo-Pacific Strategy to deepen partnerships in the region. To help inform our implementation of this strategy, MINDS organized several expert panel briefings to explore foreign and domestic strategies in the region and their implications for defence.

MINDS also continued to inform the Defence Team's understanding and policy development on efforts on issues related to culture change, climate security, defence of the Arctic, procurement, and emerging technologies, among others. The program hosted twenty virtual webinars and roundtable discussions, which offered nuanced and complex insights on policy-relevant issues.

In the year ahead, I am confident that MINDS will continue to expand its delivery of policy-relevant expertise to meaningfully support the work of the Defence Team.

Peter Hammerschmidt  
Assistant Deputy Minister (Policy)  
Department of National Defence

## EXECUTIVE SUMMARY:

In its fourth year of operations, the MINDS program continued to build on its successes and further enhanced its capacity to deliver timely and impactful insights. The program facilitated numerous engagements to support the Defence Team's work on priority files, including the Defence Policy Update, continental defence and the Indo-Pacific Strategy, as well as hosted virtual webinars and roundtable discussions on a wide variety of policy-relevant issues. The program also demonstrated its commitment to knowledge exchange and collaboration by selecting three new Collaborative networks and awarding funding grants and scholarships for new projects and research.

In 2022-2023 MINDS...

Launched

3

Collaborative  
Networks

Funded

62

Targeted  
Engagement  
Grants

Hosted

22

Expert  
Briefing  
Series

Awarded

26

Scholarships

Initiated

1

Rapid  
Response  
Challenge



MINDS received applications  
from around the world



MINDS identifies and creates inclusive opportunities to amplify diverse voices in defence and security, including those of women, Indigenous peoples, youth, and other underrepresented groups.



Collaborative Networks and Expert Briefers engage with and inform the ongoing work of the Defence Team.



MINDS fosters collaboration and builds connections between DND/CAF and the expert community.



MINDS employs design thinking, agile methods, digital tools and other innovative approaches to maximize the impact and benefits of external expert engagement.

## THE MINDS PROGRAM

MINDS is founded on the idea that policy- and decision-making are strengthened when assumptions are challenged and diverse viewpoints are considered. MINDS provides opportunities for collaboration between the Defence Team and the defence and security expert community through a program that:

- responds to the needs for relevant and timely advice from defence and security experts;
- fosters the next generation of experts and scholars; and,
- contributes to Canadians' understanding of defence and security issues.

## MINDS Pillars

MINDS offers a variety of unique tools, or pillars, by which the Defence Team can engage with external experts to access high calibre, relevant and timely research and expertise, which incorporates a diversity of viewpoints and provides well-rounded advice. Those tools include:



### Expert Briefing Series

Featuring leading thinkers to deliver focused presentations and stimulate exchanges



### Targeted Engagement Grants

Funding projects that creatively explore and aim to propose solutions to defence challenges



### Collaborative Networks

Supporting regionally diverse, multi-disciplinary teams that collaborate on research themes to deliver in-depth analysis and policy recommendations



### Rapid Response Mechanism

Leveraging immediate expert support to respond to evolving critical issues and new requirements



### Scholarships

Fostering the next generation of defence and security experts



## YEAR IN REVIEW

In 2022-23, the MINDS program remained dedicated to its mandate of fostering internal and external outreach and building the relationship between the Defence Team and the defence and security expert community.

### *Expert Advice in an evolving environment*

While Canada's current Defence Policy, *Strong, Secure, Engaged* (SSE) remains the foundation for how the Canadian Armed Forces (CAF) are supported and equipped to protect Canadians and Canadian interests, the threat landscape has changed since this policy was developed. As a result, the Government of Canada announced a defence policy review in Budget 2022 in support of its broader international priorities and the changed global environment. To inform this policy review, the MINDS program built on the extensive consultations that took place to inform SSE, and facilitated roundtable discussions with external experts to inform the implementation of the upcoming Defence Policy Update.

### *Engaging Diverse Perspectives*

MINDS has an important role to play in promoting diversity and amplifying a broad spectrum of voices in the defence and security community, including women, Indigenous peoples, youth, and other underrepresented groups. In 2022-23 the MINDS Team continued to promote diversity, and all funding applicants were required to demonstrate how they factor Gender Based Analysis Plus (GBA+) considerations into the design of their proposals. MINDS continued to work with DND's gender equality experts and the broader expert community to promote continued growth, learning, and integration of intersectional gender perspectives in our work.

### *Continued Evolution*

This past year marked a milestone in the continued evolution of MINDS' Collaborative Networks and saw the first cohort of Collaborative Networks sunset. Collaborative Networks represent multi-disciplinary and diverse groups of experts from across Canada and internationally who research specific defence and security policy priorities, in support of the Defence Team. Networks provide an opportunity for the expert community to benefit from three-year funding to pursue creative and innovative research in the field of defence and security, while meeting the Department of National Defence (DND)/CAF need for relevant and timely advice in order to develop informed policies and solutions to address key policy issues, and broaden the spectrum of expert voices contributing to the conversation.

MINDS welcomed three new Networks and continues to maintain a full complement of nine Networks. MINDS funding programs continue to receive a large number of applications, with the second round of the 2022-23 Targeted Engagement Grant cycle receiving the highest number of applicants to date.

## A – MINDS Policy Challenges

The 2022-23 MINDS Policy Challenges articulate the key strategic policy issues facing the Defence Team and represent potential areas for knowledge transfer and collaboration with the defence and security expert community. The challenges are co-developed with key stakeholders from across DND/CAF and tie the various program elements together to ensure that funding decisions are aligned with National Defence and broader Government of Canada priorities as they evolve. Applicants for all funding programs must demonstrate how their research proposals will address at least one of these Challenges.

### People, Culture, and Diversity

Adaptive, Diverse, and Inclusive Recruitment and Retention Models

Innovative Approaches to Force Mix and Structure

Culture Change

Addressing and Preventing Sexual Misconduct

Addressing Hateful Conduct, Radicalization, and Systemic Racism

### *People, Culture, and Diversity*

The operational success of the CAF begins with a robust recruiting system that engages and attracts the best and brightest, communicates the unique opportunities and benefits of military service, efficiently and effectively selects and enrolls new recruits, and incentivizes recent recruits to remain.

New this year was the inclusion of Culture Change as a stand-alone theme as recent experiences have highlighted the need to identify and critically examine the many factors that influence cultural practices and outcomes in Canadian defence.

Also new this year were the added emphasis on the Reserve Force to the 'Force Mix and Structure' Challenge, and the addition of sexual trauma and response mechanisms in the 'Addressing and Preventing Sexual Misconduct' Challenge.

### Continental Defence

Securing North America and Enhancing Continental Defence

Strong at Home: Supporting National Resilience

Defence in the Arctic

### *Continental Defence*

DND/CAF play an important role in ensuring Canada's national defence and supporting its security, stability and prosperity. This year, greater attention to the intersections of national resilience and continental defence, including the technology, supply chain, and COVID-driven aspects were included in the Continental Defence Policy Challenge. The MINDS team also included procurement and the role of Defence in pandemic response into the 'National Resilience' Challenge.

**The Global Security Environment**

Great Powers and the Threshold of Conflict

Capacity Building &amp; Defence Diplomacy

Climate Change &amp; the Environment

Anticipating Future Challenges

*The Global Security Environment*

To reduce overlap, the 'Grey Zone/Hybrid Warfare' and the 'Evolving Role of Major Powers' Challenges were combined to become the 'Great Powers and Threshold of Conflict' Policy Challenge. Similarly, the 'Capacity Building' and 'Defence Diplomacy' challenges were combined, and both were revised to include greater focus on maximizing, measuring, and strategically communicating effects. The MINDS team also incorporated a greater focus on climate change's strategic and geopolitical impacts in this challenge. Lastly, the 'Anticipating Future Challenges' Challenge was altered to better reflect long-term and emerging challenges, such as procurement, technology and social factors like gender and demographics.

**Domains and Technology**

Cyber, Space, and Information as Operational Domains

Emerging Technologies &amp; Military Application

*Domains and Technology*

In an increasingly complex, opaque, and volatile security environment, adversaries are competing across multiple domains concurrently, including cyber and space. This Policy Challenge was updated to highlight the need for DND/CAF to rapidly anticipate, adapt and act against pan-domain challenges, and to translate technological advancements into military capabilities to retain a necessary technological edge alongside key allies.

**Rapid Response Policy Challenge**

Impacts of the Russia-Ukraine War

*Rapid Response Policy Challenge*

The Rapid Response Mechanism provides financial support to quickly respond to the evolving security environment and fast-moving requirements for expert advice. In 2022, MINDS launched a Rapid Response competition to generate advice and insights on the implications of the War in Ukraine.

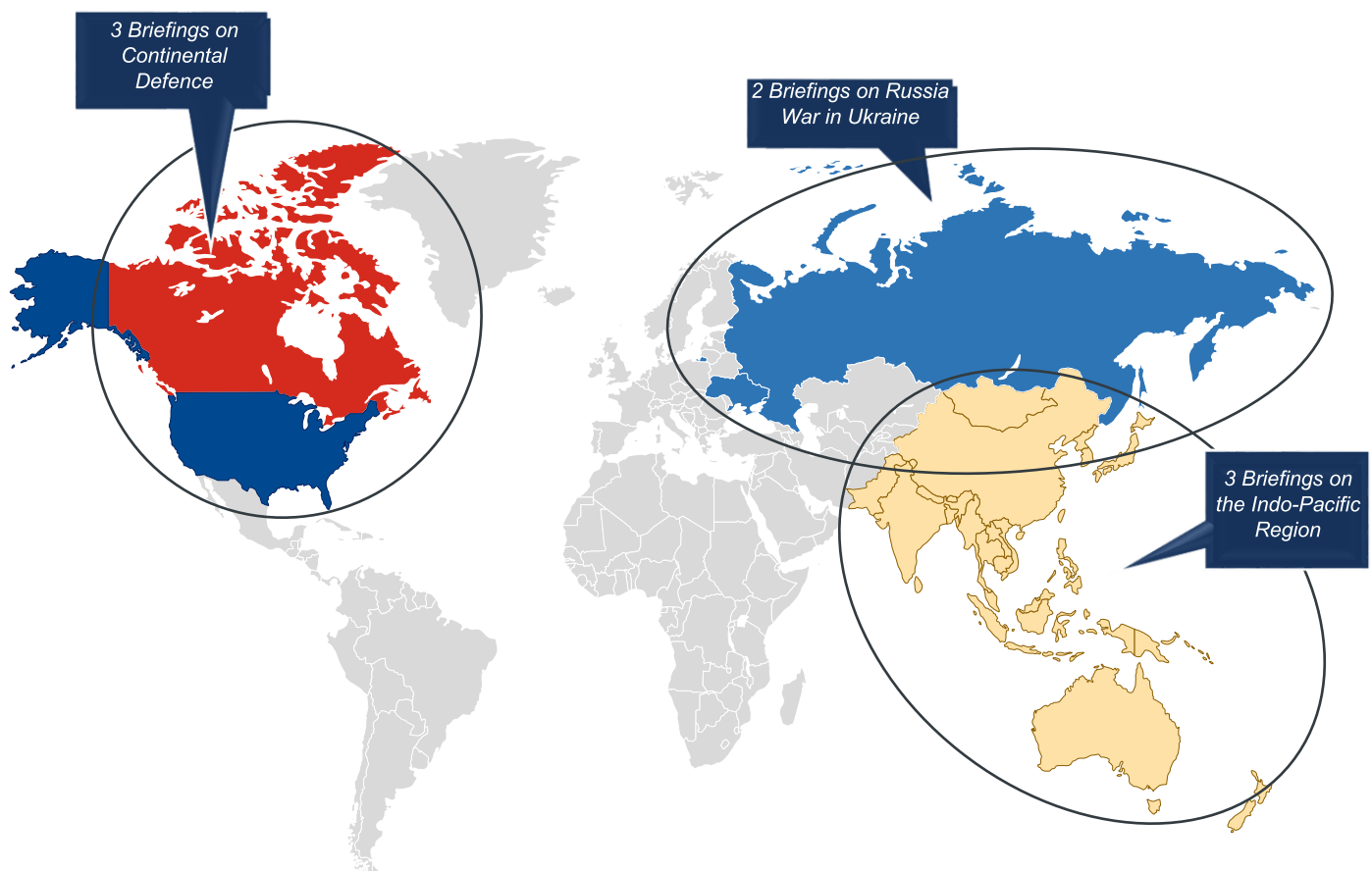


## B – Expert Briefing Series

Through the Expert Briefing Series (EBS), top Canadian and international defence and security experts are invited to brief the Defence Team and Government of Canada officials on priority issues. Through virtual webinars and roundtable discussions, defence and security practitioners engage in rich conversations with leading experts and diverse thinkers.

### Highlights

In 2022-23, MINDS hosted 22 expert briefings and roundtable engagements on a range of complex challenges. A list of all engagement titles is included in **Annex A**. The most frequent Policy Challenge addressed in the Expert Briefing events in 2022-23 was the 'Global Security Environment' Challenge. Through the Expert Briefing Series mechanism, MINDS helped inform the Defence Team's understanding of shifts in the global security environment by facilitating relevant and timely briefings to address key issues.

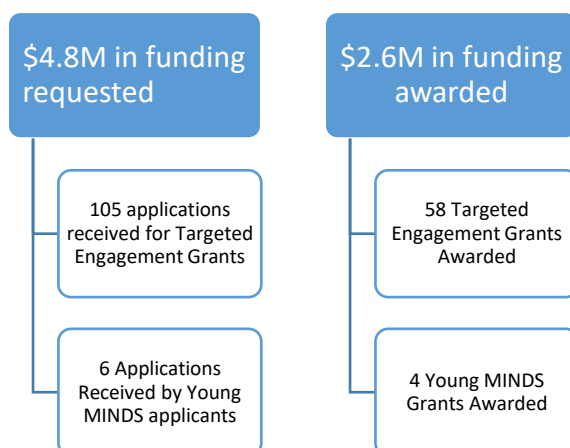


## C - Targeted Engagement Grants

The projects that MINDS funds help to drive innovation, amplify expert and diverse voices, spark wider discussions, and inform policy discussions on important and timely defence and security issues. Targeted Engagement Grants provide up to \$50,000 in non-recurring financial support for projects such as conferences, roundtables, workshops, research, and publications. To continue to foster the next generation of experts, grants valued at \$10,000 are also available under the Young MINDS Initiative for undergraduate and Master's students at an accredited university.

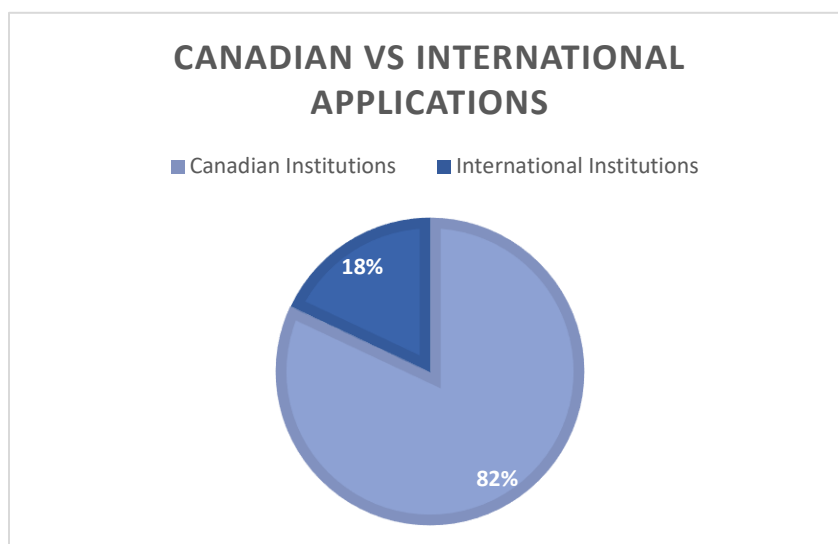
### 2022-23 Funding Results

The full overview of all funded projects can be found at [Funding Results - Canada.ca](https://www.canada.ca/en/department-of-national-defence/services/minds/funding-results).

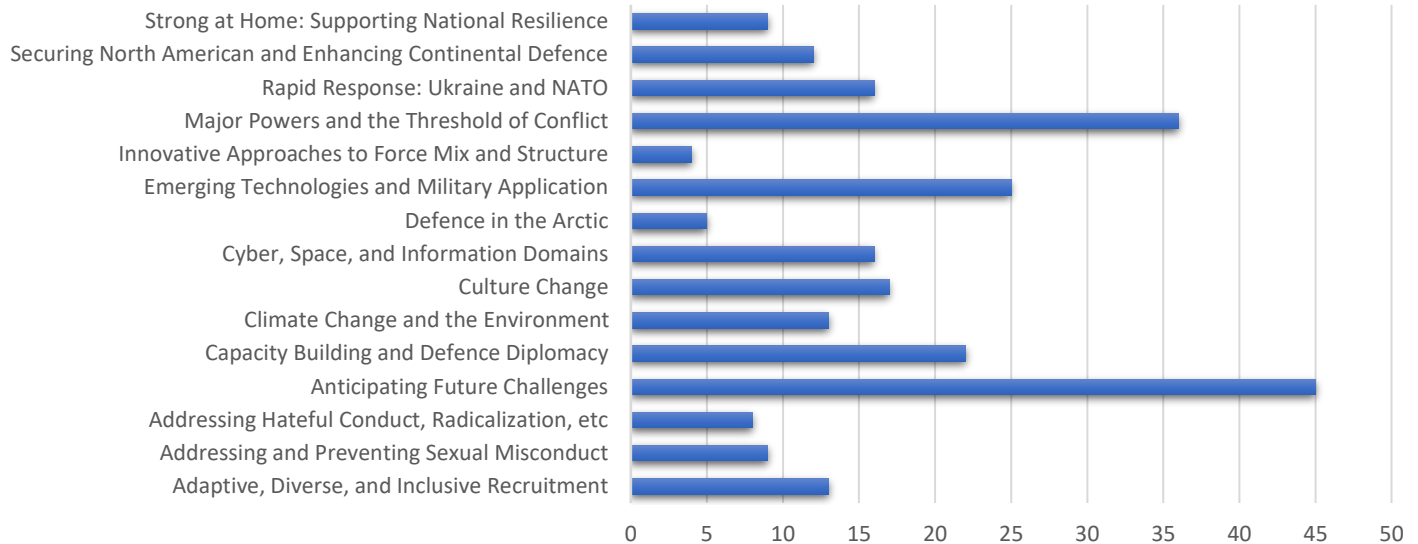


### Highlights

In 2022-23, MINDS received Targeted Engagement Grant applications from around the world, with 18% of all submissions coming from international applicants. All international applications came from countries that are trusted partners, such as NATO countries and Australia.



### Frequency of Policy Challenges Addressed in TEG Applications



*\*Note: Each Targeted Engagement Grant application can list up to 3 Policy Challenges*

### Frequency of Policy Challenges Addressed in Successful TEGs



## D - Collaborative Networks

MINDS Collaborative Networks bring together multi-disciplinary teams of distinguished experts, from across Canada and abroad. Each Network receives up to \$750,000 over three years to enable more sustained collaboration and supports DND/CAF through advanced research and activities.

A call for Network applications was launched in November 2021, resulting in **16 applications**. Applicants were primarily from academia (11), but also not-for-profit organizations (4), and private entities (1).

After a rigorous evaluation process, the **three Collaborative Networks** selected for 2022-23 were:



### Canadian Defence and Security Network (CDSN)

*Carleton University*

The Canadian Defence and Security Network is a comprehensive partnership of academic, military, public, and private organizations aimed at connecting and amplifying the policy-relevant research of its members.

Director: **Dr. Stephen Saideman**



### North American and Arctic Defence and Security Network (NAADSN)

*Trent University*

NAADSN is a series of relationships – of nodes and ties extending from coast to coast to coast within Canada, while also reaching outside to security partners in the United States and Europe. The network addresses three core policy challenges: Defence in the Arctic; Securing North America and Enhancing Continental Defence; and Climate Change and the Environment

Director: **Dr. Whitney Lackenbauer**



### Transforming Military Cultures Network (TMC-Net)

*Mount Saint Vincent University*

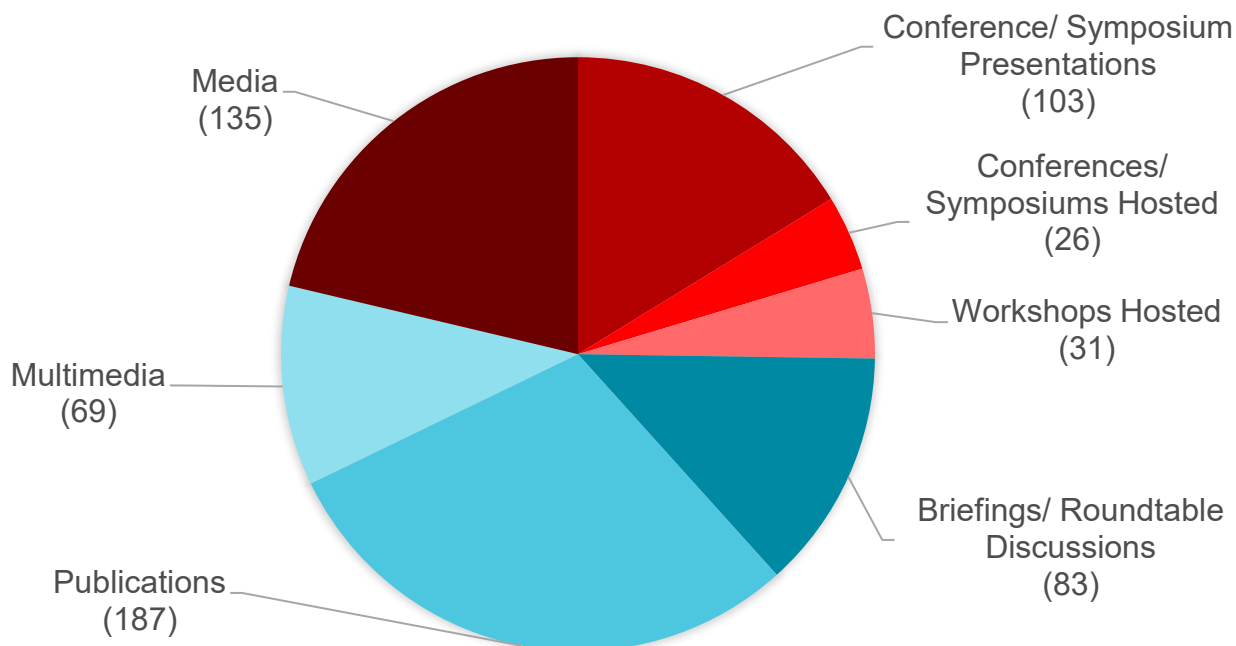
The Network's research aims to bring new ways of understanding the problem of DND/CAF culture change by drawing on critical perspectives, input from people with lived experience, and international lessons learned. The Network uses critical intersectional feminist frameworks to understand current CAF culture and develop strategies to transform this culture.

Co-Directors: **Dr. Maya Eichler, Dr. Tammy George, & Dr. Nancy Taber**

## Highlights

More information on all our Networks can be found at: [Collaborative Networks - Canada.ca](https://www.collaborativenetworks.ca)

## HOW MINDS NETWORKS DISSEMINATED THEIR RESEARCH IN 2022-23



### Highlights From Existing Collaborative Networks



#### Canadian Network on Information and Security (CANIS)

*University of Calgary*

- Hosted the CANIS international conference on the impact and challenges of misinformation in a diverse society.
- Held the first CANIS Summer School course through the School of Public Policy at the University of Calgary.



#### Research Network on Women, Peace, and Security (RN-WPS)

*McGill University*

- Hosted three speaker series events organized by the Network's Youth Advisory Board.
- Hosted two roundtables on best practices for youth-driven peacebuilding and the prospects and challenges of The Triple Nexus.





### Canadian Military Sexual Trauma Collaborative Network

*McMaster University*

- Delivered four presentations on military and veteran health at the 12<sup>th</sup> annual Canadian Institute for Military and Veteran Health Research conference.
- Presented at the Understanding Military Culture to Support Organizational Change workshop hosted by NATO and the Swedish Defence University.



### Network for Strategic Analysis (RAS/NSA)

*Queen's University*

- Launched the Military Deployment Index, a new measure of global military deployments for use by defence security researchers.
- Hosted webinars and produced a number of publications centred on the war in Ukraine and Russia's global ambitions.



### Innovative Methodologies for Defence Challenges Network

*Archipelago of Design*

- Designed two workshops with CAF personnel for Military Personnel Command to address recruitment and retention challenges.
- Ran successful playthroughs of the 'serious game' Breakthrough project with 7th Intelligence Company, 4th Division and the Canadian School of Public Service.



### Network for Research on Right-Wing Extremism in the CAF

*Ontario Tech University*

- Briefing to the Dutch Ambassador on the contours of the RWE movement in Canada, including engagement by military and law enforcement personnel.
- Participated on a panel about the intersections between Cybersecurity, Climate Change, Extremism, and Health.

## E - Scholarships

MINDS is committed to fostering the next generation of defence and security experts. In 2022-23, the MINDS Scholarship initiative and the NATO Defense College (NDC) Fellowship continued to thrive.

### *MINDS-SSHRC Joint Scholarships Initiative*

MINDS scholarships offer research awards and supplements at the **master's, doctoral and postdoctoral** levels to students and researchers whose work relates to the MINDS Policy Challenges. The program contributes to the development of a growing, inclusive and diverse expert community, notably through one-year awards for **Indigenous master's students** studying defence and security issues.



Type of Research Training Award	Awards Distributed (#)	Value (\$)
MINDS Initiative Doctoral Awards (up to 3 years)	1	35,000
MINDS Initiative Doctoral Award (1 year)	4	140,000
MINDS Scholarship Initiative Supplements	20	200,000
MINDS Master's Scholarships Indigenous Students	1	17,500
<b>Total</b>	<b>26</b>	<b>392,500</b>

### *NATO Defence College Fellowship*

The [NATO Defense College](#) (NDC) Fellowship provides a unique opportunity for a Canadian researcher to work alongside experts from across allied countries at the NATO Defence College in Rome, Italy. The Fellowship contributes to Canada's commitment to NATO, and helps advance both Canada and the Alliance's strategic objectives, through forward-looking research and collaboration.

#### *2023 NATO Defense College Fellow*

[Dr. Daniel Shultz](#)



Dr. Shultz, an archaeologist and historian, researches the exploitation of cultural heritage in information warfare by state and non state actors. He will apply his NATO expertise to pioneer research on opportunities and challenges for Canada and NATO in a complex security landscape.

## THE YEAR AHEAD...

### *Broadening the Diversity of Perspectives*

MINDS is founded on the idea that policy- and decision-making are strengthened when assumptions are challenged, and diverse viewpoints are considered. With this in mind, the MINDS program remains committed to diversifying and expanding its pool of applicants for all of its funding mechanisms. To maintain diverse representation, MINDS will continue to work towards expanding the range of voices that are supported.

### *Sustaining Engagement on Defence Priorities*

In 2022-2023, the Defence Team continued to leverage MINDS' network of experts and academics and advanced discussions on defence policy that began with the program's inception in 2019. MINDS-funded experts participated in targeted engagement sessions to inform the Defence Policy Update, and helped inform policy thinking about evolving defence and security challenges. The MINDS program will continue to identify similar engagement opportunities for academic and expert communities, and as the review of Canada's Defence Policy progresses, will ensure the program remains aligned with policy objectives and priorities.

### *Providing Relevant and Timely Advice*

MINDS will continue to support the Defence Team's access to timely, relevant, and high-quality expertise. The program will continue to engage experts on critical defence issues such as procurement, recruitment, and modernization, amongst others, and key security topics such as Russia's on-going invasion of Ukraine, the evolving importance of the Arctic, and Canada's increasing focus on the Indo-Pacific region. The MINDS Policy Challenges will be updated to respond to the changing nature of the global defence landscape and to address topics that reflect the diverse and complex challenges faced by DND/CAF.



## STAY IN TOUCH!

### *FOLLOW.*



**@CanadianForces #MINDS**  
**@NationalDefence #MINDS**

### *SHARE.*



**[MINDS@forces.gc.ca](mailto:MINDS@forces.gc.ca)**

### *APPLY.*



**[Canada.ca/  
Defence-MINDS](https://Canada.ca/Defence-MINDS)**

## FOLLOW OUR COLLABORATIVE NETWORK

**@CdsnRcds**

**Canadian Defence and  
Security Network  
(CDSN)**

<https://www.cdsn-rcds.com/>

**@NAADSN\_RDSNAA**

**North American and Arctic  
Defence and Security  
Network (NAADSN)**

[naadsn.ca](https://naadsn.ca)

**@TMCultures**

**Transforming Military  
Cultures Network  
(TMC-NET)**

<https://www.msvu.ca/research-at-the-mount/centres-and-institutes/transforming-military-cultures-network/>

**@traumamcmaster**

**Canadian Military Sexual  
Trauma Collaborative  
Network (MST-Net)**

<https://www.thetraumaandrecoverylab.com/p/an-canadian-sexual-misconduct-during-military-service-collaborative-network>

**@rn\_wps**

**Research Network on  
Women, Peace and  
Security (WPS)**

[mcgill.ca/rnwps](https://mcgill.ca/rnwps)

**@RAS\_NSA**

**Network for Strategic  
Analysis (RAS/NSA)**

<https://ras-nsa.ca/>

**Innovative Methodologies  
for Defence Challenges  
Network (IMDC)**

<https://www.cips-cepi.ca/event/innovation-methodologies-for-defence-challenges/>

**@RWE\_CAF\_  
Network**

**Network for Research on  
Right Wing Extremism in  
the CAF (RWE-CAF)**

<https://sites.ontariotechu.ca/rwe-caf/>

## ANNEX A: LIST OF EXPERT BRIEFING SERIES

### People, Culture, & Diversity

- *Military Culture: Masculinities and the Warrior Identity*
- *Taking a New Direction: CAF Reconstitution Efforts*

### Continental Defence

- *Defence Cooperation in a Changing Arctic*
- *Voice from the North: Indigenous Perspectives and Contributions in the Context of Continental Defence*
- *NORAD Modernization*

### The Global Security Environment

- *A Damaged Planet: Climate Security in Canadian Policy*
- *Applied History: Insights from the UK's Integrated Defence Review and Beyond*
- *Climate Change and the Policy Landscape*
- *Strategic Competition: Implications for the Global Security Environment*
- *Russia's Presence in Africa and the Middle East*
- *North Korean Foreign and Domestic Policy*
- *Indian Foreign and Defence Policy in the Context of Canada's New Indo-Pacific Strategy*
- *Why We Fight: The Roots of War and the Paths to Peace*
- *Canada's Role in Peace Operations: Charting a Path Forward*
- *Rethinking Risk Management*
- *Canada in the Indo-Pacific: Strategic Objectives and Initiatives*
- *The Elsie Initiative: Reflections and Next Steps*

### Domains and Technology

- *Quantum Leaps: The Impacts of Quantum Technology on Intelligence*
- *Confronting Rapid Change Through Military Innovation & Procurement*
- *Threats and Opportunities for the Future of Canadian Airpower*

### Rapid Response: Impacts of the Russia-Ukraine War

- *The War in Ukraine's Donbas: Origins, Context, and the Future*
- *Strategic Implications of the War in Ukraine*